NZ EMBASSY MOSCOW

STAGE IV

NEW ZEALAND EMBASSY REFURBISHMENT

STAGE IV

CONTENTS

Telephone: 78-199 extension 862

Headquarters
2nd Task Force Region
P.O. Box 1946
PALMERSTON NORTH

3304/1/3

Dec 80

Chief Engineer
SORE 2

ROYAL NEW ZEALAND ENGINEERS CONSTRUCTION TEAM

MOSCOW EMBASSY STAGE IV

APRIL - JUNE 1980

Reference: A. NZLF 3304/1/3 dated 132145Z May 80

Introduction

1. This report covers the period April 1980 until the completion of the task in June 1980.

2. The aim of this report is to:

a. Provide a record of events and work that occurred during the period.

b. Record any shortcomings which occurred.

c. Make recommendation to overcome problems encountered by this team.

3. This report should be read in conjunction with reports from the previous three stages but it should be noted that this stage had entirely different terms of reference.

4. The report is divided into:

a. Part I. Brief task account.

b. Part II. General Staff matters.

c. Part III. Personnel matters.

d. Part IV. Logistic matters.

e. Part V. General.

f. Part VI. Summary.

g. Part VII. Recommendations.

/PART I:

PART I: BRIEF TASK ACCOUNT

5. Stage IV was mounted on 5 April 1980 with a time limitation of eight weeks placed on it. This was broken into:

a. One week for travel to Moscow.

b. Six weeks to complete the task.

c. One week for RTNZ.

6. The tasks to be carried out in this period of time were:

a. The interior redecoration of six embassy staff apartments situated in two locations, one being seven miles from the embassy and the other four miles from the embassy.

b. The compilation of an inventory of materials that remained at the completion of the task.

c. A total clean up of the Embassy grounds and facilities used by the construction teams.

d. The RTNZ of all military stores, personal equipment and personnel.

7. At the direction of the Chief Engineer the team consisted of:

a. 1 x team leader to replace the leader of team 111.

b. 1 x painter
2 x carpenters
1 x joiner
1 x chef

8. Upon arrival in Moscow on the 12 April work had been completed on apartment one.

9. During the one week handover between the two team leaders the second apartment was completed and the third apartment commenced.

10. Week Two saw the completion of the third and fourth apartments and the introduction of a five day working week. This allowed the team to carry out personal administration and saw the commencement of small cleaning up tasks in the Embassy area.

11. Weeks Three and Four saw the completion of apartment five which was a large apartment in particularly bad condition.

/12. Week Five

12. Week Five had apartment six complete and the commencement of apartment seven which was an extra included at the request of the embassy staff.

13. Week Six and the last apartment was complete along with customs clearances and the RTNZ of military and personal tool boxes.

14. Week Seven was spent entirely in the embassy area carrying out administration for RTNZ and the cleaning of the embassy grounds and facilities used by the construction teams.

15. On 31 May three members departed Moscow followed by one member on 1 June and the remainder on the 2 June.

PART II: GENERAL STAFF MATTERS

Team Selection

16. This team consisted of a team leader selected by the Chief Engineer and five single personnel from construction team 111 who volunteered to remain in Moscow for Stage IV.

17. The team worked long hours in trying conditions and it is a credit to the original selection that they produced excellent results in non trade tasks. Morale was high at all stages and at no stage was there any need for disciplinary action.

18. Attached at Annex A is a nominal roll of team IV.

Pre Tour Administration

19. In this instance only one person was moving from New Zealand and apart from the Russian Embassy being deliberately difficult, no administrative problems were experienced.

Briefing

20. A full brief was given to the team leader by the CE which laid down the terms of reference for the tour. This brief was explicit and was extremely valuable in the latter days of the tour of duty. Further briefs were given by the leader of team 1, Foreign Affairs and a written brief was received from the leader of team 111. These briefs were extremely valuable and future tasks of this nature should continue to receive briefs from all appropriate sources.

/Security

Security

21. Apart from the information given in the brief (para 20) no security instructions were received until arrival in Moscow. In Moscow the first secretary delivered a full security brief which was excellent and left no doubts about the real problems that could occur in Moscow. Team IV had no recorded breaches of security but as has been mentioned in previous reports the personnel had to be made aware of the real security problem that surrounds one all the time. That no breaches occurred once more reflects on the original selection of the team.

Command and Control

22. As the team was working in a location away from the embassy there were some initial problems to be overcome. These were:

a. No person remained at the embassy to receive or reply to telex messages.

b. On site requests for extra materials could not be met as no person at the embassy was capable of determining the technical requirements.

c. Due to the long hours worked by the team, liaison between the embassy and the team was non existent.

d. Administration for RTNZ required someone to remain at the embassy.

e. Transport was in short supply.

23. These problems were overcome by:

a. The team leader remaining at the embassy and carrying out all day to day administration.

b. The second in command running the task with the painter on site offering technical advice.

c. The team leader having daily meetings with the first secretary of the embassy to discuss embassy requirements.

d. Daily visits to the site by the team leader to ensure no problems were occurring and to re-supply any materials requested by the team.

/Discipline

PART III: PERSONNEL MATTERS

Discipline

24. Only incidents of a minor nature occurred on this tour. In each case a good talking to was sufficient to overcome the problem and not once did any team member give cause to have any privilege removed.

25. Like previous teams the loyalty shown to the team leader could not have been bettered, morale was high, esprit-de-corps excellent and team companionship unbeatable.

Pay and Allowances

26. The cost of living in Moscow soared, namely due to the impending Olympic Games. An indication of the cost of living is that the team of six had a food bill of $900NZ for the final month but with good budgeting the chef ensured that the allowances received were adequate.

27. Pay arrangements continued as for previous teams and proved satisfactory until the time came to close accounts in London. For various reasons personnel did not know the amounts credited or the balance of their account. To close the account required a visit to the bank in London but because of travel arrangements this was not always possible. After discussions with the Embassy Administration Officer it was agreed that any person who could not visit the bank would leave the account open until his RTNZ. However the possibility remained that a team member could overdraw his account thereby creating a banking problem involving overseas funds on his RTNZ.

Leave

28. No leave was taken during this tour, however all team members opted to tour prior to RTNZ.

Accommodation

29. The team lived on the third floor of the Embassy in lavish conditions in a flat that was fully furnished and equipped with modern appliances.

30. Bar facilities returned to the "Kumara Pit" as mentioned in the stage 111 report until the embassy bar became operational in the latter days of the tour.

Recreation

31. Sports, sightseeing, shopping, visits to ballet and circus continued to be on the list of priorities for this team. A hangi was arranged with many visitors invited from Embassy and business sources. This team managed a weekend camp at the "diplomatic beach" which was a great break from the task. Films were shown in the embassy once a week and the team attended an ANZAC Day service arranged by the team leader.

/PART IV:

PART IV: LOGISTIC MATTERS

Tools and Equipment

32. Very few problems existed on this stage as all materials and equipment were on site. Translation was overcome by calling upon the aid of some Finnish girls who had befriended some team members. All equipment and tools purchased for the task were handed to the MWD representative of the embassy as were all technical documents relating to the equipment. In the final week during the clean up, all material which had not been used was placed in the embassy garage to await a garage type sale.

Rations

33. No change was made in the system for purchasing rations. This team received a bonus from a mistake made by one person in that by disconnecting the power in one apartment, some meat in a deep freeze defrosted ever so slightly. The owner complained so the team agreed that the meat be purchased resulting in the team eating NZ export beef and lamb for a number of weeks.

34. The chef is to be congratulated for a job well done as he produced an excellent variety of meals from a supply source offering a very poor selection of goods.

Movement

35. As has been mentioned in previous reports, any ticketing required in Moscow must be processed by Aeroflot. This team managed to by-pass the system by working through a Swiss Air employee who took the teams tickets to Zurich and having received approval from the relevant authorities changed the tickets to suit the individual travel arrangements of each team member. The outcome was a smooth RTNZ for all team members with all personnel reporting to units by the times indicated on a signal sent from Moscow by the team leader.

36. Personal belongings and tool boxes left the Embassy on the 17 May and were transported to a customs warehouse in Moscow to await inspection. The inspection duly took place 20 May 80 and caused the team to lose a complete days work. The Russian authorities were extremely difficult to deal with on this occasion as each box was opened and every individual item checked against the customs declaration.

PART V: GENERAL

Tradesman Performance

37. As can be seen at Annex A a variety of tradesmen were required to carry out the interior redecoration of the embassy apartments. Under the guidance of the painter who was still learning the trade the team produced excellent results which had the embassy staff in absolute raptures.

/38. As the

38. As the apartments were occupied there arose the problem of moving furniture and to the teams credit no damage occurred. Over the period of the task one light shade was broken and one spillage of paint on a carpet recorded. In both instances the damage was made good.

39. In the final week during the clean-up the team still showed as much enthusiasm as had been shown at the commencement of the task.

Working Hours

40. The team daily routine was:

Reveille	0600 hrs
Breakfast	0615-0645 hrs
Transport depart	0700 hrs
Commence task	0730 hrs
Lunch	1200-1230 hrs
Return to Embassy	1800 hrs

41. A works programme was drawn up by the team leader, thereby enabling tenants to vacate their apartment and to give the team a guide so that progress could be ascertained. The result of the programme was that after two weeks the six day working week was reduced to five.

Public Relations

42. This team like the previous teams, had excellent working relationship with everyone involved in the task. The team was not involved in any extra tasks outside the embassy but quite often technical advice was given to other embassies. It is felt that the teams will be sadly missed in Moscow.

PART VI: SUMMARY

43. This team achieved all work directed in the terms of reference for the tour within the time limit laid down. The team was a happy unit which worked well together and produced a result which met the requirements of all those concerned.

44. All personnel who took part in the task should be assured that the final product is a show piece of the highest standard. The Russian Engineer who inspected the task periodically was most impressed and visitors from other embassies expressed their admiration. All in all, it is a task well done and a job to be proud of.

/PART VII:

PART VII: RECOMMENDATIONS

45. The following recommendations are made:

a. The terms of reference given to the team leader were excellent and every effort should be made to give future team leaders the fullest brief possible from all available sources.

b. If similar tasks should arise, it is important that team selection should continue. That this task had so few problems was due to the team selection.

c. As mentioned in para 27. pay arrangements were good until it was time to RTNZ. If a similar system is operated on future tasks time must be built into the tour to allow personnel to close accounts at the bank.

(D.R.R. MILLIKEN)
Warrant Officer Class Two
Team Leader

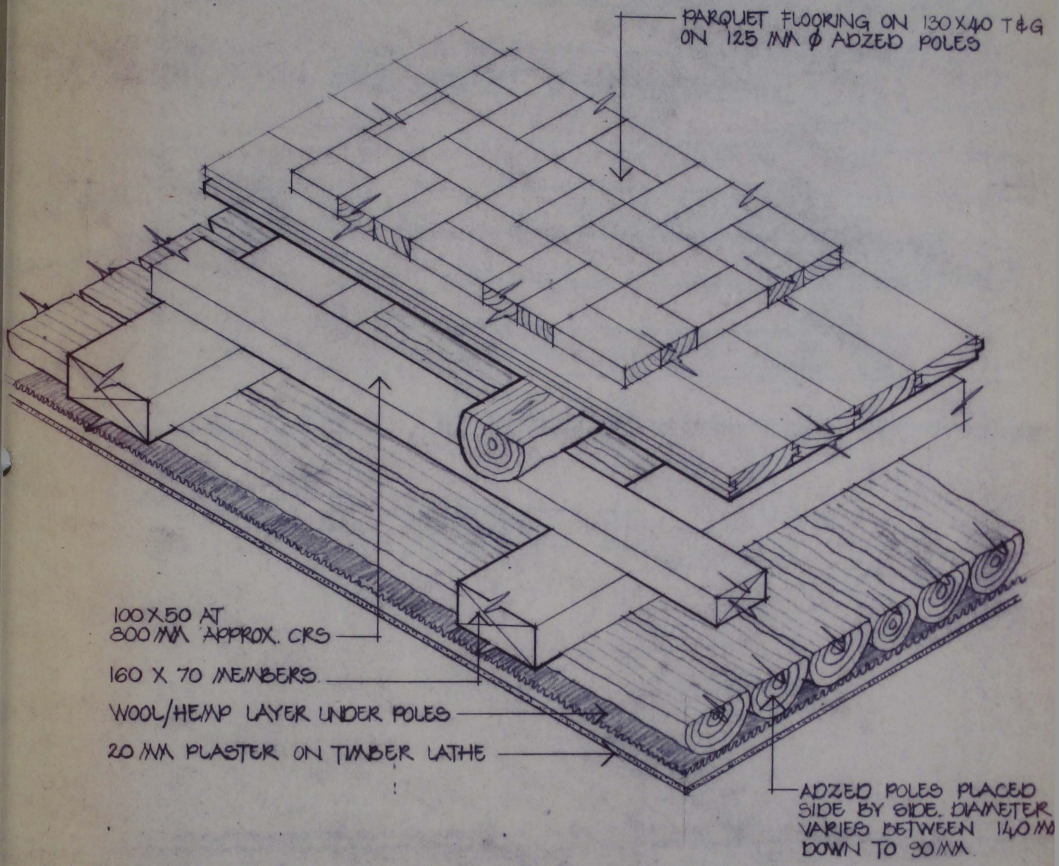
Annex: A. Nominal Roll

ANNEX A TO
2 TFR 3304/1/3
DATED DEC 80

NOMINAL ROLL

Number	Rank	Name	Trade/Appointment	Unit
(a)	(b)	(c)	(d)	(e)
R37919	WO2	D.R.R. MILLIKEN	Team Leader	HQ 2 TFR
V47123	Lcpl	P.J. LIGHTBOURNE	Carpenter 2IC	1 Fd Sqn
Q751194	Spr	B.D. McLEAN	Joiner	2 Fd Sqn
A49611	Spr	G.D. STEWART	Carpenter	1 Fd Sqn
A49703	Spr	N.C. McCARTHY	Painter	2 Fd Sqn
U47536	Lcpl	A.H. ADOLPH	Chef	5 Tml Sqn

APPENDIX 1 TO ANNEX I
TO FD SQN. 34/1/23
DATED APRIL 1980



CHANCERY : MOSCOW

FLOOR CONSTRUCTION

Subject: REFURBISHMENT OF NZ EMBASSY - MOSCOW - STAGE III

File No. CE 5.13

Date: 4 Sep 80

1. Attached is the team leaders report for Stage III of the Moscow project. Upon receipt of the Stage IV report, all reporting action will be complete.

2. For your information.

(T.S. HOWANDER)
Maj
for CE

- I think I may have to see this

Item 504

GYLES 95341

STAGE III.

RESTRICTED

Subject: Reconstruction of No 2 Bunkhouse – Moscow – Stage III

File No. CE 5-13

Date: 4 July 70

To:

Attached is the above Works report for Stage III of the Museum Project. Please record of the stage IV report and requesting authority will be required.

For your information.

(J.C. Hewitson)
Maj
for CE

Item 504

Report on the Refurbishment of the NEW ZEALAND EMBASSY, MOSCOW.

STAGE III.

RESTRICTED

NEW ZEALAND EMBASSY REFURBISHMENT

STAGE III

CONTENTS

RESTRICTED

Telephone: Waiouru 899 ext 596

Headquarters
Army Training Group
WAIOURU

3304/1

18 Aug 80

Chief Engineer

SORE 2

ROYAL NEW ZEALAND ENGINEERS

CONSTRUCTION TEAM

MOSCOW EMBASSY STAGE III

OCTOBER 1979 - MAY 1980

FINAL REPORT

Reference: A. NZLF 3304/1/3 of 132145Z May 80

Introduction

1. This report covers the period June 1979, the time confirming my appointment as Team Leader, Stage III, until April 1980 being the completion of the task.

2. The aim of the report is to:

a. Provide a record of events and work done during the period.

b. Record shortcomings in the administration, mounting and execution of the task.

c. Make recommendations to overcome these problems and assist in mounting future similar deployments.

3. This report should be read in conjunction with the reports of Stages I and II so as to establish an overall understanding of the task.

4. The first part of the report is a brief account of the Team III involvement giving some background, team movement, work carried out and team composition.

5. The report is divided into seven main sections:

a. Part I : Brief Task Account.

b. Part II : General Staff Matters.

c. Part III : Personnel Matters.

d. Part IV : Logistic Matters.

e. Part V : General.

f. Part VI : Summary.

g. Part VII : Recommendations.

PART I : BRIEF TASK ACCOUNT

6. Stage III was initially to be mounted during the period October 1979 to February 1980.

7. Work to be carried out during this stage was to include:

a. refurbish the third floor/attic into staff accommodation and extra suite for the Ambassadors residence; and

b. construct a spiral staircase between the second and third floor.

8. Because of the procrastination by the Soviet Authorities it became obvious that Stage II Team would not complete the winterisation before the onset of winter. This meant early supplementation from Team III would be necessary.

9. After communications between the Chief Engineer and the team leaders of StagesII and III the number and composition of the supplementary team was decided.

10. This team comprised of seven members being:

1 x Plumber
1 x Plasterer
1 x Joiner
4 x Carpenters.

11. They were in Moscow by the 8th of September 1979.

12. The remainder of Team III moved in two stages. The first being the Team III leader and a painter who arrived in Moscow on the 6th of October 1979. The last of Team III comprising of:

1 x Plasterer
1 x Painter
1 x Electrician
1 x Chef

arrived in Moscow on the 3rd of November 1979.

13. This placed the largest party of RNZE tradesmen on site during the project. This included 23 tradesmen and two of the ever important RNZCT Chefs.

14. During the period early November to early December those members of Team II not staying on with Team III returned to New Zealand as their replacements became familar with the task.

15. Because Team II had to concentrate on the closing in of the building before the onset of winter and had the foresight to see the difficulties in disposing of considerable demolition waste during winter they had not worked purely to their designated tasks but had completed a large portion of the demolition work over all floors and had insulated and lined most exterior walls. The advantage of this was that Team III were working in warmer conditions during the colder winter months.

16. This also meant Team III would end up doing the majority of the finishing work for both stages. The spiral staircase was changed to a dog-leg type because of the lack of room but otherwise the basic plan remained the same, however the detailed plans changed with regular monotony.

17. As the various trades got closer to completion the tradesmen were phased home with an attempt to get married men home as soon as possible. Although a small team volunteered to stay on for a totally different job the last member of Team III involved in the New Zealand Embassy refurbishment in Moscow left on the 18th April 1980.

18. This concluded an 'on the site' involvement in Moscow from 8 August 1978 until 18 April 1980. (20 months).

PART II : GENERAL STAFF MATTERS

Team Selection

19. Once the composition of the team was decided the team leader was relatively free to select his own team.

20. Because the team leader had not worked within the Field Squadrons for a number of years and therefore did not know the ability of many of the tradesmen nominated by units it was necessary for him to rely on the advice of Works Officers, SSM's and site supervisors to establish a tentative list.

21. Because of the need to have a totally compatible team every person on the list was interviewed by the team leader to establish attitudes and make personal assessments.

22. That no instances of badfeeling between team members occurred during the tour proved the selection process satisfactory.

23. Attached as Annex A is a nominal roll of Team III.

Pre-Tour Administration

24. Because it was the third team to be going away the administration should have been a formality. Many of the problems and frustrations found during the first two stages were still evident during Stage III. Whilst not intending to dwell on the point or duplicate the points made in the earlier reports, it would have been reasonable to expect the advice of the first two team leaders to have been taken notice of, particularly at unit level where most problems occurred.

25. The administration process established by the team leader of Stage I was excellent and made the administration of Stage III a relatively easy task.

Team Briefing

26. The team was briefed in New Zealand prior to departure by the Team leader and the leader of Stage I. This brief covered such matters as movement, pay and allowances, local conditions and security.

27. The chance was taken for the team members to meet and look over plans and specifications.

Security

28. A Security brief was given by the team leader of stage I. It was excellent in content and presentation. It gave the team very much the 'on the spot' situation. The team were also briefed by the British Security people in London enroute to Moscow. A further brief was given by the New Zealand First Secretary in Moscow.

29. Whilst there is nothing to suggest that there was a breach of security it is agreed with the statement in the report from Stage I that soldiers are not security conscious.

Command and Control

30. It became very obvious within the first few days of the tour that the channels of command and responsibilities had been all but lost and to establish

some order a change to the organisation was necessary.

31. The control was put into two channels.

Administrative Control

32. The team leader was responsible to the Ambassador through the Administration Officer for the administration, behaviour and day to day non-task functions of the team. This included pay, leave administration, medical and welfare.

Technical Control

33. This was the area where the job was bogging down. Due to the inability of many of the Embassy staff to be able to visualise the Architects concepts, many hours were being lost making alterations until a satisfactory result was achieved. An example was the almost total reconstruction of the residency kitchen four times. Often these alterations snowballed effecting other parts of the job.

34. To effect some control over this situation the task was put on a normal Client/Contractor basis. This effectively meant that all variations to the plan had to go through the Architect who would then issue a variation order. It also meant regular visits from the Architect and his consultants. These site meetings occurred at least every four to five weeks which meant a better service from all.

Technical Liaison

35. This was a very challenging aspect of the task. As most of the consultants spoke little or no English and as most instructions for instalation or use were in Finnish many problems occurred. With the regular visits by the Architect, who spoke good English, many of the problems were solved promptly. The plans and specifications were well prepared and the materials of excellent quality.

36. The situation with the Soviet Authorities was never consistant. It was rare that the same engineer or official came to talk about the same subject twice in a row. It often became very difficult to try and fit the older methods of construction specified by the Soviet Authorities into the modern design and techniques specified by the Finnish Architect. It often became necessary to dig in the heels and insist that the designed way was the better way.

37. Towards the end the resistance shown by the Soviet Authorities had dropped to a token gesture and became more of an enquiry into the suitability than the earlier direct statements of unsuitability.

Communications

38. Our main requirement for communications out of Moscow was for the ordering of materials. Once again a time consuming procedure of the team leader making a list which the Administration Officer transferred into diplomatic telex form, checked by an operator and then sent. This resulted in the wrong items often being supplied.

39. Once again it was insisted on that the team leader draft the order using trade terminology and that it be sent in that form. This did reduce the number of wrong items supplied.

40. The other communications requirement was for administration reasons back to New Zealand. Although only used a few times, the messages generally required answers or some action taken. Unfortunately the answers never came and the actions were always too late.

PART III : PERSONNEL MATTERS

Discipline

41. To say that disciplinary problems were non-existant would be to say that the team members were not normal. Minor incidence, common with a team of young men working long hours, living in cramped accommodation and living in a relatively hostile social environment occurred. These were generally solved by a talking too by the team leader, a period on the dry or more often than not the team would sort it out themselves.

42. The team leader had undivided loyality and this speaks highly of the calibre of the soldiers serving in the team.

Pay and Allowances

43. Although the cost of living had gone up considerably since the starting of the task the allowances were adequate.

44. All team members opened a savings account in London to which their pay and allowances were credited. The team drew against the Embassy account and at the end of each month were debited against their London account. This saved the problem of individuals transfering money in and out of the Soviet Union.

Casualties

45. The team was fortunate not to have any major accidents. Most injuries could be treated from within the teams resources and those that couldn't were treated by the American or British doctors.

46. One team member had to be admitted to a Soviet hospital for acute appendicitis. The operation was carried out by a Soviet doctor and post-opperative treatment by the British doctor.

47. Normal NOTICAS procedures were used to notify Defence and Next of Kin.

Leave

48. For those staying on from Stage II, all expected to qualify for the leave break in London. When this was put to the Embassy Staff it was their understanding that, that was a condition set for those staying from Stage I to II only. Clarification was sought through Embassy channels but no satisfactory answer was ever received.

49. Most of the team members chose to use their end of tour leave to travel the long way home.

Accommodation

50. Although the supplementary team spent several weeks living in atrocious conditions with Stage II by the time the remainder arrived the accommodation was quite comfortable although dust was a nuisance and showering facilities were inadequate.

51. The dining and cooking was done in what is now the guards kitchen. Towards the end of the tour the guards moved into their flat and the team, now much smaller, moved up to the third floor apartment.

52. The bar facilities remained in the 'Kumara Pit' until the last few weeks of the tour.

Recreation

53. The team rarely worked on Sundays unless required to meet a deadline. Whilst a good portion of the day was used to catch up on laundry, sleep and correspondence the majority of the team would try and take in a tour of one of the many sites of interest.

54. As tickets became available, team members were able to go to the excellent entertainment. This included ballet, opera, circus, visiting international shows and sport competitions.

55. The team tried to get involved with any sports competition being run within the Moscow diplomatic circle.

This included darts, broomball, skating and the occassional boat race. It should be recorded that the team was runners up in the darts and won the boat races by a large margin.

56. The team held three hangi parties during the tour, one being layed in several centimetres of snow at about minus 15°C. These functions were well attended (approx 150-200 guests) by foreign diplomats, businessmen and tourists.

PART IV : LOGISTIC MATTERS

Clothing

57. The allowances paid out for cold weather clothing and working clothes were more than adequate. Most members elected to buy the bulk of their clothing in New Zealand and purchases specialised items only in Moscow.

Tools and Equipment

58. Unfortunately, insufficient detailed information was available on the job prior to departure. This meant that many tradesmen were guessing as to the tools required. This was particularly evident with the air conditioning and heating which had a considerable amount of sheet metal work which did not show on the plan. Fortunately the plumber was able to improvise, however proper tools would have cut the time taken considerably.

Rations

59. The team continued to use the system of purchase used by previous teams. It did become necessary for the Chef to venture into the local market during periods of shortage particularly for fresh vegetables.

Movement

60. All movement details were arranged by the Ministry of Foreign Affairs. As expected with moving stores and personal halfway around the world minor hitches occurred. Generally the organisation was good with stores and personnel arriving on time. The return travel was arranged by the administration staff at the Embassy. Because air travel had to be booked through Aeroflot many problems occurred. One team member was booked as cargo because they had the price for cargo but couldn't determine the passenger rate.

Purchase of Construction Materials

61. The system remained unchanged throughout the three stages. The problems of ordering, delivering and clearing through customs did not alter.

62. Towards the end of the project it was necessary to drive to Helsinki and pick up those items that were outstanding and might hold up the completion of the job.

63. The opportunity was taken to return those items of plant and equipment on hire from firms in Finland.

PART V : GENERAL

Tradesmen Performance

64. There appeared at first to be a shortage of competent tradesmen within the Corps. Many of those nominated were of an unknown quality and relatively inexperienced.

65. The flexability and adaptability of the young tradesmen who went and performed so well shows that there is a wealth of ability within the Corps.

66. Although there were plenty of carpenters and joiners available to select from plumbers, electricians, painters and plasterers were not so plentiful. The carpenter who went as a plasterer produced as good a job as the plasterer he replaced after minimal instruction and the Field Engineer who went as a painter produced satisfactory work.

67. Due to the complexity of the heating, air conditioning and electrical work several tradesmen were expected to perform outside of their knowledge and experience gained in New Zealand. With the necessary instructions and assistance from the consultants they achieved the required results.

68. That the painters and plasterers produced a finish equal to that of the original craftsmen is an achievement in itself.

Working Hours

69. The basis for planning was a 0700 hrs to 1900 hrs working day for six days a week. This gave a minimum working week of 72 hours. The various trades were expected to meet completion times on critical tasks and worked the necessary extra hours to do so.

Public Relations

70. As with Team I, the team was asked to consider a task at the Anglo-American School which New Zealand children attended.

71. The task was to upgrade two classrooms to a school labortory. This meant the instalation of sink units and the construction of a doorway through a reinforced concrete wall between the two rooms.

72. Three team members completed the task in three days.

PART VI : SUMMARY

73. To summarise, the task was a rare opportunity for the team members to practice their trades under conditions not totally conducive to good results. It was a technically difficult task and individual tradesmen did well to achieve the results that they did.

74. The technical expertise offered by the Finnish consultants taught all the team members something of the problems of construction in a country which experiences such climate extremes.

75. The teams performance in most all aspects of the tour was good with trade standards being the most disappointing factor. Basic skills were good but the more detailed knowledge expected of senior tradesmen lacked, particularly estimating and job planning.

76. A particular aspect of the task seemed to be the many crisis which at times seemed insurmountable. However, on reflection many were due to over-reaction and at each new crisis the previous mountain soon became a molehill.

77. The team considered itself fortunate to be selected to go to Moscow and furthered the good reputation established by the previous teams.

PART VII : RECOMMENDATIONS

78. The recommendations made in Stage I report are supported in full.

79. The following recommendations are also made:

a. Where jobs have civilian technical input that tradesmen be familar with civil contractual procedures and relationships.

b. That Administration Orders and Terms of Reference be produced to cover all stages for all future task. This would solve the problem of leave and allowance entitlements.

(A.P. HAWKINS)
Warrant Officer Class Tw
Team Leader

Annex: A. Nominal Roll

ATG [illegible]0471
DATED AUG 80

NOMINAL ROLL

Number	Rank	Name	Trade/Appointment	Unit
	(b)	(c)	(d)	(e)
L40927	WO2	A.P. HAWKINS	Team Leader	HQ ATG
A819973	WO2	R.L. McALLISTER	Plasterer - 2 IC	3 Fd Sqn
K43893	Sgt	C.D. BRICKELL	Plumber	1 Fd Sqn
S47718	L cpl	K.J.L. PETERSON	Joiner	3 Fd Sqn
V47123	L cpl	P.J. LIGHTBOURNE	Carpenter	1 Fd Sqn
J48147	L cpl	S.C. TAMOU	Plasterer	1 Fd Sqn
E764064	L cpl	I.L. STOBIE	Painter/Decorator	1 Fd Sqn
T46776	Spr	J.P. De BREUK	Electrician	3 Fd Sqn
N48933	Spr	W.J. HENDERSON	Carpenter	1 Fd Sqn
Q751194	Spr	B.D. McLEAN	Joiner	2 Fd Sqn
P751783	Spr	N.T. KOMENE	Carpenter	1 Fd Sqn
A49611	Spr	G.D. STEWART	Carpenter	1 Fd Sqn
P45990	Spr	R. ARMSTRONG	Electrician	2 Fd Sqn
A49703	Spr	N.C. McCARTHY	Painter	2 Fd Sqn
U47536	L cpl	A.H. ADOLPH	Chef	5 Tml Sqn